



Atrium Health

**All Aboard: Building a Clinical Practice and Policy
Governance Structure For a Multi-Hospital
Healthcare System**

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Presentation Objectives

By the end of today's presentation the participants will be able to:

- State the importance of reducing variations in clinical practice and creating standard work across a multi-hospital healthcare system to improve outcomes
- Identify key components required to build a successful clinical practice and policy governance structure for a multi-hospital healthcare system
- Recognize best practice and lessons learned when building, implementing, and sustaining a system level clinical practice and policy governance structure

About Atrium Health



Levine Cancer Institute



Carolinas HealthCare System
Sanger Heart & Vascular Institute

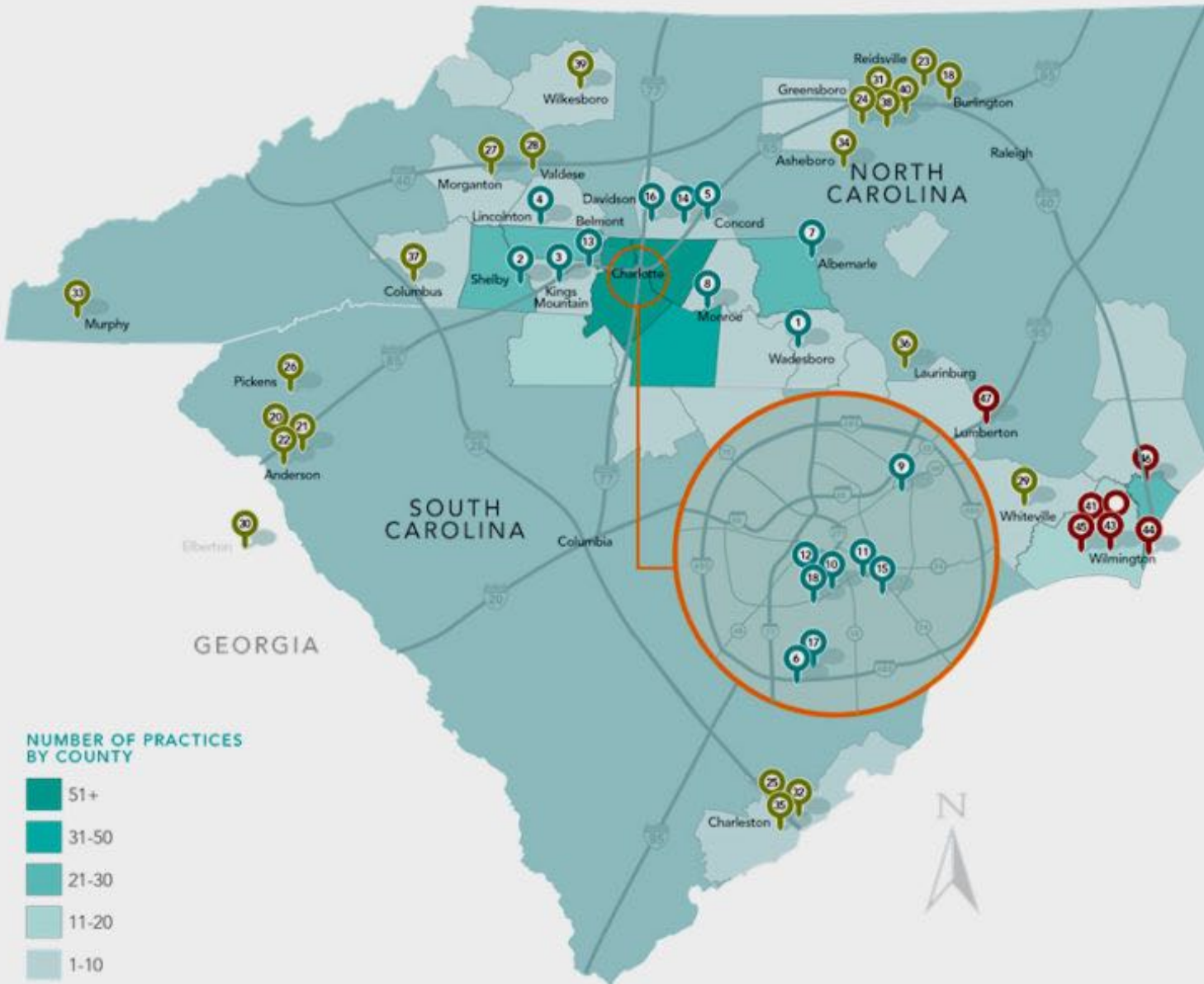
Levine
Children's
Hospital



- Headquartered in Charlotte, NC
- Serves North Carolina, South Carolina, and Georgia
- Approximately 900 care locations from doctors' office to behavioral health centers to nursing homes
- Over 40 hospitals
- Approximately 65,000 employees

TOTAL ENTERPRISE HOSPITALS

GREATER CHARLOTTE REGION PROVIDER PRACTICE HEAT MAP



PRIMARY ENTERPRISE

1. Carolinas HealthCare System Anson
2. Carolinas HealthCare System Cleveland
3. Carolinas HealthCare System Kings Mountain
4. Carolinas HealthCare System Lincoln
5. Carolinas HealthCare System NorthEast
6. Carolinas HealthCare System Pineville
7. Carolinas HealthCare System Stanly
8. Carolinas HealthCare System Union
9. Carolinas HealthCare System University
10. Carolinas Medical Center
11. Carolinas Medical Center-Mercy
12. Carolinas Rehabilitation
13. Carolinas Rehabilitation-Mt. Holly
14. Carolinas Rehabilitation-NorthEast
15. CHS Behavioral Health-Charlotte
16. CHS Behavioral Health-Davidson
17. CHS Rehabilitation (Pineville)
18. Levine Children's Hospital

REGIONAL ENTERPRISE

19. Alamance Regional Medical Center
20. AnMed Health Medical Center
21. AnMed Health Rehabilitation Hospital
22. AnMed Health Women's and Children's Hospital
23. Annie Penn Hospital
24. Behavioral Health Hospital (Cone Health)
25. Bon Secours/St. Francis Hospital
26. Cannon Memorial Hospital
27. CHS Blue Ridge-Morganton
28. CHS Blue Ridge-Valdese
29. Columbus Regional Healthcare System
30. Elbert Memorial Hospital
31. Moses H. Cone Memorial Hospital
32. Mount Pleasant Hospital
33. Murphy Medical Center
34. Randolph Hospital
35. Roper Hospital
36. Scotland Memorial Hospital
37. St. Luke's Hospital
38. Wesley Long Hospital
39. Wilkes Regional Medical Center
40. Women's Hospital (Cone Health)

AFFILIATED ENTERPRISE

41. Betty H. Cameron Women's and Children's Hospital
42. New Hanover Regional Medical Center
43. New Hanover Regional Medical Center Behavioral Health
44. New Hanover Regional Orthopedic Hospital
45. New Hanover Regional Rehabilitation Hospital
46. Pender Memorial Hospital
47. Southeastern Health

My role

- Director, System Nursing Practice
- Oversight of nursing practice under the direction of the Chief Nurse Officer
- Responsible for policy and procedure management and governance
- Consult on regulatory and state board of nursing matters
- Nurse Leader Liaison to HR, Pharmacy, Quality, Safety
- Lead/Co-Lead System Nursing Strategic Initiative

System Governance Scope

- Primary Enterprise includes 12 facilities
- Practice Leaders i.e. Directors, Clinical Nurse Specialists, Educators, etc.
- Service lines and specialities

Why Build A Structure?



Google pics

"Are we in complete agreement, then?"

Why Is Reducing Variations Important?

Litigation Risk

Quality Control

Regulatory Compliance

Staff Engagement

One standard

Governance

Education and Competencies

Clinical Practice Alignment

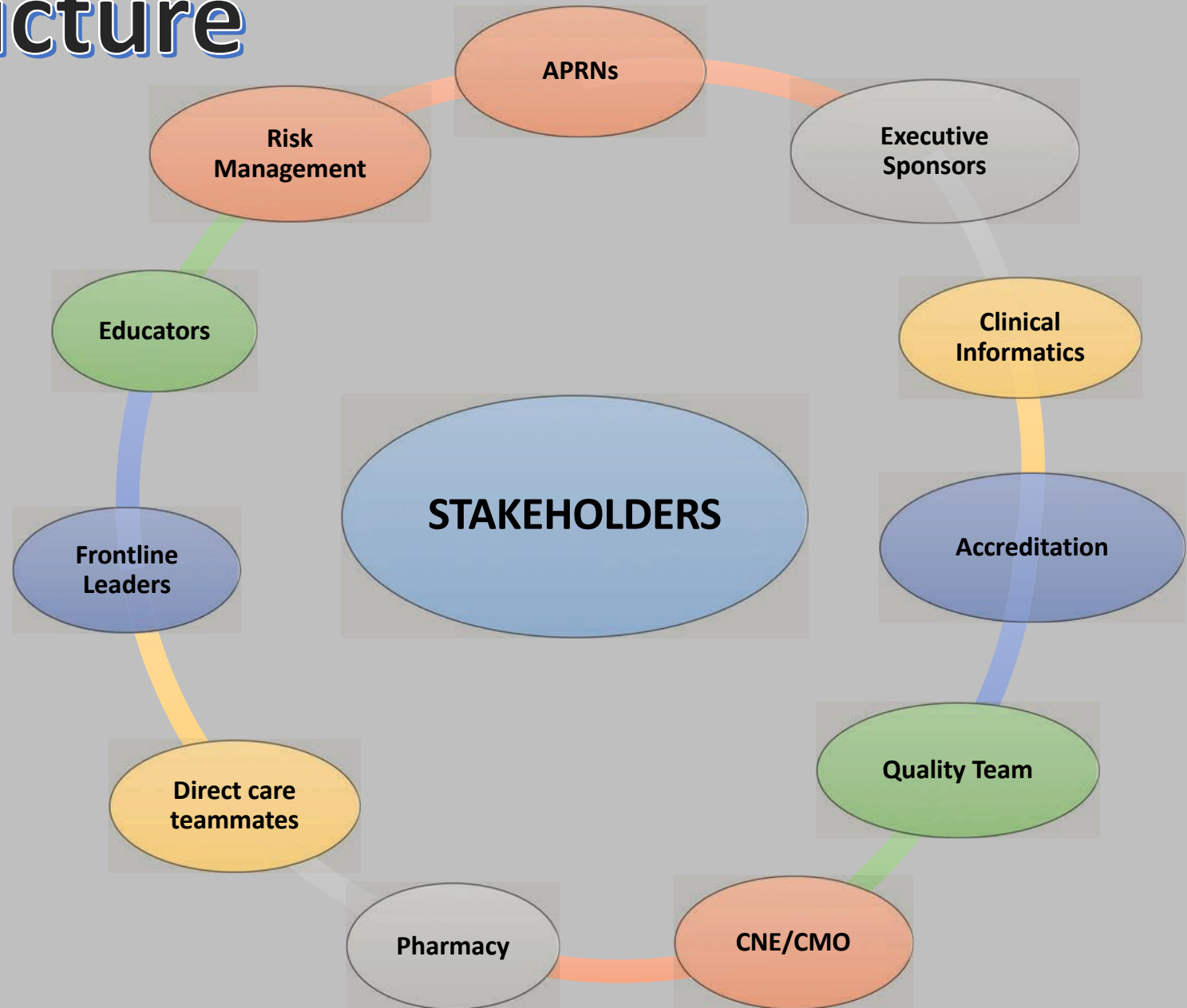
Bringing Everything Together



Google pics

What Tools Are Needed?

Infrastructure



What Tools Are Needed?

Specialty Cohorts

Acute
Care

Oncology

Critical Care

Outpatient

Women's

Pediatrics

Periop

What Tools Are Needed?

Infrastructure

Communications

- Web conference platforms
- Physical Meeting spaces (if applicable)
- SharePoint

Document Management System

- Third party systems
- SharePoint

Meeting Structures

- Frequency
- Administrative Support

Clinical Experts

- Frequency
- Administrative Support

Before the Structure



<http://beyondplm.com/2018/03/07/plm-can-separate-data-organizational-silos/comment-page-1/>

Governance Structure Timeline

- 2016 Existing system committee
 - Many facilities continued with their own policies/practices
 - Identifying representation
 - Implemented electronic nursing procedure manual (Lippincott Procedures)
- 2017 Established the Nurse Practice Advisory Council
 - Bylaws
 - Sub Council leaders
 - Facility Practice Leaders
 - Added groups on throughout the year
- 2018 Full functioning healthcare system clinical practice governance structure
 - Focus to redirect all nursing practice/policy changes through the advisory council
 - Advertising the structure at meetings
 - Implemented policy management system (Policy Tech)



Atrium Health

System Nursing Clinical Practice/Policy Structure

PRIMARY ENTERPRISE FACILITIES/Service Line

- University
- Union/Anson
- Central Division
- NorthEast
- Pineville
- Stanly
- Cleveland/Kings
- Mountain
- Lincoln
- Carolinas Rehab
- Medical Group
- Continuing Care
- Virtual Care
- Mobile Medicine

Director works with facility practice reps to provide policy and practice guidance

Chief Nurse Executive Council
System Nurse Executive

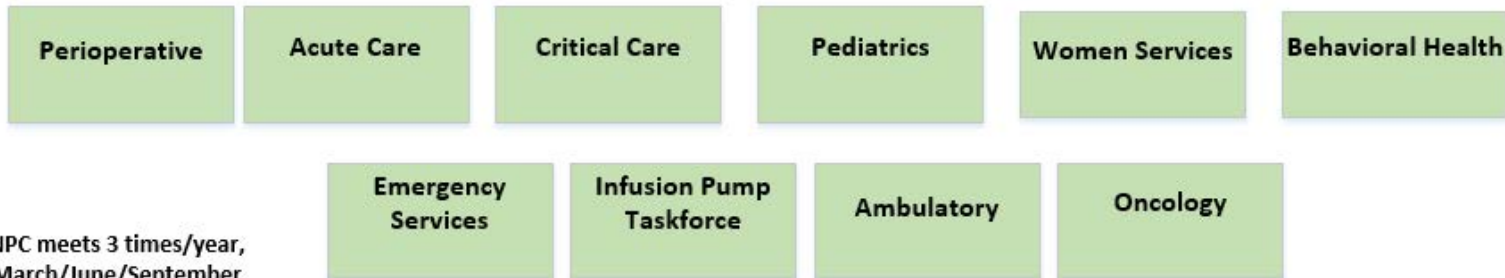
CNE's refer global practice issues to NPC for recommendations

Nurse Practice Council (NPC)
Director Practice

NPC (comprised of direct care RNs across the enterprise) makes recommendations to the CNE's regarding global nursing practice issues.

Nurse Practice Advisory Council (NPAC)
Director Nursing Practice

NPAC is an extension of the CNE group and performs final approval of all nursing clinical policies



NPC meets 3 times/year, March/June/September

NPAC meets monthly, 2nd Monday, 9-11:00 Skype

Green boxes represent the specialty practice sub-councils of the system. Performing standard practice/policy procedure work across the system. Sub-council membership includes representatives from each AH facility. These groups meet on a monthly to quarterly basis.

Examples of Policy and Practice

Clinical Practice

Central lines

Medication Admin

Products

Restraints

Documentation

Blood Administration

Regulatory

Consents

Hazardous Drugs

Policies/Procedures

Nursing Procedures

Standards

OMG...I Didn't Know That! (Lessons Learned)

- Standard versus standardization
- Change management practices
- Negotiation
- “Thought” leadership
- “Where is the Evidence”
- Gemba walks...Go see it for yourself
- Choosing the right leaders
- Including those that are impacted the most
- Operationalizing the practice

What Does Success Look Like? (Best Practices)

- Granting autonomy to lead
- Creating a feedback loop between the end-user and policy owner
- Pilot practices
- Spreading other successful practices
- Recognition at every level of the organization
- Celebrate the past



<http://jasonarnopp.blogspot.com/2013/03/where-are-we-now-march-2013.html>

Questions?

